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2 MAR 1977

MEMORANDUM FOR: Acting Director of Central Intelligence

FROM : [REDACTED] STAT
Deputy to the DCI for the Intelligence Community

SUBJECT : Follow-on to Admiral Turner's Confirmation
Testimony

1. The attached memorandum, subject as above, resulted from an ICS review of the transcript of Admiral Turner's testimony on 22 February before the Senate Select Committee on Intelligence. It identifies where follow-on action is indicated in the testimony, and also extracts a number of positions taken by Admiral Turner which represent guidance to those dealing with such matters.

2. The memorandum is forwarded as a matter of information, since most of the indicated actions are outside my jurisdiction.

[REDACTED]

STAT

Attachment:
as stated

cc: George Cary, OLC

(EXCERPT)
[REDACTED]

DCI

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1 - IC Registry, w/o att (IC-77-0744)

STAT SA-D/DCI/IC [REDACTED]

DCI/IC-77-0744
28 February 1977

MEMORANDUM FOR: Deputy to the DCI for the Intelligence Community
FROM : _____ STAT
Special Assistant to the D/DCI/IC
SUBJECT : Follow-on to Admiral Turner's Confirmation
Testimony

1. Review of Admiral Turner's testimony at his confirmation hearing before the Senate Select Committee on Intelligence on 22 February indicates that two kinds of follow-on are required. The first involves responses to questions on matters the Admiral indicated he wanted to look into further before replying. The second includes longer-term commitments Admiral Turner made as to how he would deal with the Committee in the future, commitments which represent guidance to the ICS.

2. It is recommended that Admiral Turner's prepared statement, only ten double-spaced pages long, be reproduced and distributed throughout the ICS. The extracts and comments which follow do not include any material from the prepared statement.

3. All page numbers in the balance of this memorandum refer to the typed transcript of the hearing.

4. The transcript notes (p.77) that Senator Case had questions that would be provided to Admiral Turner to be answered for the record. A check with OLC indicates that a decision was made later within the Committee to develop questions from the Committee as a whole, rather than from individual Senators. This set of questions has not yet been received.

5. Review of the transcript indicates that Admiral Turner is committed to provide the Committee with answers to the following questions:

a. After several querics concerning overseas protection of the rights of American citizens, Senator Bayh asked if Admiral Turner would support "an effort to require a Federal judge to give permission before electronic surveillance and mail opening and surreptitious entry can be conducted?" The Admiral said, "I will certainly look into it with all dispatch and be back to you." (pp.27-31)

SUGGESTED ACTION OFFICER: [REDACTED]

STAT

b. Senator Mathias raised questions concerning the provision of counterintelligence information to the Congress concerning hostile activities of foreign intelligence services and the level of priority that should be accorded counter-intelligence activities. He asked Admiral Turner if he would make an evaluation as to "exactly the relative priority" counterintelligence ought to receive and to communicate this to the Committee. Admiral Turner said, "I certainly will." (pp.36-37)

SUGGESTED ACTION OFFICE: OPEI/HRD.

c. Responding to Senator Chafee's expression of concern about the need for legislation concerning protection of sources and methods, and prosecuting those who violate the trust accorded them, Admiral Turner said he "would be very happy to study this to the degree of being able to make recommendations to the Congress." (pp.43-44)

SUGGESTED ACTION OFFICE: OGC and OLC.

d. Asked by Senator Hathaway if he would support legislative action to require pre-clearance of covert action by the Committee, Admiral Turner said he had qualms, adding: "But, I surely have not had the time to study this in enough depth to answer you with a definitive yes or no. I will certainly look into it further." (p.45)

SUGGESTED ACTION OFFICE: CIA/DDO.

e. In response to Senator Hathaway's queries as to "Congress establishing certain guidelines with respect to covert actions"--banning assassinations, payments to foreign leaders, etc.--and whether the Admiral would welcome such guidelines, Admiral Turner said: "I would sir, which and how many is another issue I just am not prepared at this time to be specific on." (pp.45-46)
SUGGESTED ACTION OFFICES: CIA/DDO, OGC.

f. Senator Huddleston (pp.57-59) raised the matter of legislative charters for intelligence organizations and for the DCI. He asked the Admiral if he would be "willing to review with this Committee the possibility of additional statutory authority...to the extent of even separate charters for each element of the Intelligence Community." Admiral Turner said he would, adding that he had not formed an opinion as to whether charters are appropriate or necessary. This matter was referred to again by Senator Mathias at pages 90 - 91.
SUGGESTED ACTION FOLLOW-ON: THIS SHOULD BE HANDLED AS PART OF THE PRM-11 PROJECT.

g. Senator Moynihan raised the matter of Soviet efforts to infiltrate CIA, and he specifically asked if Mr. Agee has gone over to the KGB and is now a Soviet agent. Admiral Turner said he had no knowledge of this situation, but he would look into it and let the Committee know. The Chairman at this point said the Committee would call upon the DCI at a later meeting to advise concerning information of the type Senator Moynihan had described. (pp.73-74)

SUGGESTED ACTION OFFICE: CIA/DDO.

h. Queried by Senator Moynihan about published reports, credited to British intelligence, about a 1973 secret speech by Brezhnev, and the importance that the public be informed as to validity of the report, Admiral Turner replied:

"I am not at this time specifically familiar with that document other than, as you report, in the press. I would be very happy to investigate its authenticity and also determine whether, with an eye to protecting the source from which it was obtained, we can release more information on this to the public, but certainly to you in this Committee." (pp.74-75)
SUGGESTED ACTION OFFICE: CIA/DDO.

i. Senator Hart expressed concern as to the degree to which a DCI could be informed as to all the things going on at any one time in the CIA, and asked whether something like a completely independent and highly authorized IG system or some other system was needed. Admiral Turner said he certainly would be reviewing the charter of his IG to see if it needed strengthening.

SUGGESTED ACTION OFFICE: CIA/IG.

j. The Admiral agreed, in response to questions from Senator Lugar that the adequacy of a code of conduct for intelligence personnel was a matter that probably ought to be looked into. (pp.102-103)

SUGGESTED ACTION OFFICE: ICS/OPP or CIA/OGC.

k. Senator Inouye asked if Admiral Turner believed that criminal sanctions should be provided for by law to punish those who violate their secrecy oath. The Admiral said he did, and the Senator then asked if he had any suggestion as to what sort of criminal sanctions should be applied. The Admiral said, "not at this time." Senator Inouye asked if as DCI Admiral Turner would work with his colleagues in the Community "to come forth with some sort of legislation we can look at." The Admiral said he would "certainly be very amenable to doing that and bringing any legislative suggestions through the normal channels of the Executive Branch to the Congress and to your Committee." (pp.106-107)

SUGGESTED ACTION OFFICE: CIA/OGC.

6. Guidance to the ICS is provided by the following commitments Admiral Turner made in response to comments or questions from the Senators:

a. The Admiral pledged, "within the accepted prerogatives of the Executive Branch," to honor requests from the Committee for information which is within the jurisdiction of the Committee (p.19). Noting his impression that present arrangements were working to the satisfaction of both the Committee and the Intelligence Community, Admiral Turner said: "I would pledge myself, sir, to continue that spirit of cooperation in every way."

b. Asked by Chairman Inouye if he would "advise us as to information which you feel we should know about?" Admiral Turner said: "I feel that is an absolute responsibility, sir, not only to your Committee, but to the entire Congress." (pp.19-20)

c. Admiral Turner also pledged to follow "absolutely and completely" the Executive Branch procedures and regulations for reporting illegal or improper activities. (p.20)

d. The Admiral agreed to keep the Committee posted on his thinking as to whether the DCI and Director of the CIA should be different persons. (p.22) This responded to a Senator Goldwater question.

e. Asked about the public disclosure of aggregate budget figures for the Intelligence Community, Admiral Turner said: "My inclination at this time is that we should publish an aggregate budget figure for the total Intelligence Community, but I have not, sir, had an opportunity to hear all of the arguments on the contrary side, and I feel that it would be imprudent to make a final judgment until I have heard people out." (p.40)

f. Responding to questions from Senator Stevenson, Admiral Turner said "it is a responsibility of the Intelligence Community" to bring to the attention of the Congress information which is relevant to its deliberations. (p.41)

g. Replying to Senator Hathaway's comments about overclassification and the possible need for legislation in this area, Admiral Turner said his approach "would be to conduct periodic reviews of what information can be gleaned from existing secure sources and classified information, and deliberately either declassify it, or if it is unclassified, extract it." (pp.46-48)

h. Asked by Senator Hathaway if the Committee should have budget authorization for tactical intelligence, Admiral Turner said he would "respectfully stay out of the crunch between you and the Armed Services Committee on this one." (p.48)

i. Queried by Senator Hathaway concerning the Team B effort and the use of outsiders to evaluate what is being done inside the Community, Admiral Turner indicated he would not necessarily endorse the Team B/Team A method, but he very much favored the concept of having an independent group evaluate the intelligence data and come up with its conclusions. (pp.50-51)

j. Senator Stevenson said the Committee was conducting a major study of the estimative process, including the recent A-B Team controversy, and would welcome Admiral Turner's help and cooperation in conducting that study. The Admiral said, "You will certainly have it, sir." (pp.83-84)

k. Senator Stevenson asked if Admiral Turner would review the present mechanism for producing NIEs, and the Admiral said he intended to. The Admiral was then asked if he was considering organizational changes with respect to NIOs. Admiral Turner said he was exploring this as a matter of high priority, but preferred to keep his own counsel until he had a more firm judgment. (p.84)

l. Senator Inouye asked if as DCI Admiral Turner would notify the Committee of any changes in CIA regulations. He noted that a number of significant CIA policies were embodied in CIA internal regulations rather than being fixed by law. The Admiral said he would have no problem in notifying the Committee of changes in CIA regulations which seem worthy of Committee attention, but he was not certain as to how much detail the regulations get into, and how much detail the Committee wanted to get into.

m. Responding to comments from Senator Lugar, Admiral Turner said he certainly thought the Intelligence Community should pursue a vigorous research and development program. (pp.103-104)

7. It is suggested the record be changed at page 89. Asked by Senator Mathias if he would make available to the Committee the substance of CIA reports to the Intelligence Oversight Board, the Admiral said he would. Senator Mathias then asked if as DCI the Admiral would provide the Committee with the substance of IOB reports to the President, and Admiral Turner said he would.

- a. It is my understanding that the DCI does not have access to what the IOB reports to the President.
- b. I suggest that OLC arrange to correct the record.

[Redacted Box] STAT

Attachment:
Opening Statement

OPENING STATEMENT

ADMIRAL STANFIELD TURNER, U.S. NAVY
AT CONFIRMATION HEARINGS BEFORE
THE SENATE SELECT COMMITTEE ON INTELLIGENCE

MR. CHAIRMAN, MEMBERS OF THE COMMITTEE, I APPRECIATE THE OPPORTUNITY TODAY TO EXPRESS MY VIEWS REGARDING INTELLIGENCE, AND MY NOMINATION BY THE PRESIDENT AS DIRECTOR OF CENTRAL INTELLIGENCE FOR THE UNITED STATES. I WOULD FIRST, HOWEVER, LIKE TO THANK SENATOR PERCY AND SENATOR STEVENSON OF MY HOME STATE, ILLINOIS, FOR THEIR GENEROUS AND VERY KIND INTRODUCTIONS.

GOVERNMENTS, NO LESS THAN INDIVIDUALS, REQUIRE ACCURATE AND TIMELY INFORMATION ON WHICH TO BASE DECISIONS. THE COLLECTION, EVALUATION, AND USE OF INFORMATION TO PROTECT NATIONAL SECURITY AND TO FORMULATE AND CARRY OUT A FOREIGN POLICY IS AN ALTOGETHER NORMAL AND APPROPRIATE FUNCTION OF A SOVEREIGN STATE. MORE THAN THAT, IT IS VITAL TO ANY NATION WHICH ASPIRES TO RETAIN ITS POSITION OF LEADERSHIP IN THE WORLD.

TODAY, IN AN ERA OF EFFORT TO REDUCE INTERNATIONAL TENSIONS, THE UNITED STATES NEEDS AN INTELLIGENCE

ORGANIZATION OF HIGH QUALITY AND RESPONSIVENESS
PROBABLY MORE THAN EVER BEFORE. CONGRESS ITSELF
HAS RECOGNIZED THE FACT THAT THE SUCCESS OF ON-GOING
NEGOTIATIONS LIKE SALT AND MBFR WILL DEPEND IN PART
ON OUR ABILITY TO VERIFY THAT THE PROVISIONS OF PAST
AGREEMENTS ARE BEING MET. THUS, OUR INTELLIGENCE WILL
BE ONE BASIS FOR DEVELOPING MUTUAL TRUST. IF IT IS
FAULTY WE MAY MISJUDGE; IF IT IS INADEQUATE WE MAY
NOT READ THE SIGNALS CORRECTLY. WITHOUT GOOD INTELLI-
GENCE WE MAY MISS OPPORTUNITIES FOR ENSURING THE WORLD
OF PEACE. I INTEND TO HAVE THE BEST INTELLIGENCE AGENCY
IN THE WORLD. I THINK THIS CAN BE DONE AND STILL BE
FULLY CONSISTENT WITH AMERICAN VALUES AND LAW.
AT THE SAME TIME THAT WE ARE WORKING TOWARD
INTERNATIONAL UNDERSTANDING, WE ARE ALSO WITNESSING
SUBSTANTIAL INVESTMENT BY THE SOVIETS IN MILITARY FORCES,
WHETHER THEIR FORCES ARE LARGER OR SMALLER THAN OURS,
OR STRONGER OR WEAKER, OR BETTER OR POORER, IS OPEN
TO PROLONGED DEBATE. IT DOES SEEM CLEAR TO ME, HOWEVER,
THAT WE ARE GOING TO REQUIRE ALL THE LEVERAGE THAT
GOOD INTELLIGENCE CAN PROVIDE TO OUR MILITARY FORCES IF
WE ARE GOING TO REMAIN ADEQUATELY STRONG FOR OUR NEEDS.
AND, THERE ARE MORE THAN MILITARY CONCERNs IN TODAY'S
CHALLENGE TO AMERICAN INTELLIGENCE. INTELLIGENCE MUST
BE AWARE OF FOREIGN POLITICAL, ECONOMIC AND SOCIAL

DEVELOPMENTS AS WELL AS MILITARY ONES AND TO RELATE ALL OF THESE IN ASSESSING PROSPECTS FOR CRISIS AND DISORDER SO THAT AMERICAN POLICIES CAN BE DEVELOPED TO ABATE SUCH PROSPECTS.

THERE IS NO DOUBT IN MY MIND THAT WE POSSESS THE CAPABILITY TO MAKE THE BEST OF ALL INTELLIGENCE SERVICES. TO DO THAT, THOUGH, WE MUST ENSURE THAT OUR INTELLIGENCE RESOURCES ARE EMPLOYED IN AN OPTIMAL FASHION.

IN THIS CONNECTION, THE PRESIDENT HAS WITHIN THE LAST FEW DAYS MADE IT EXPRESSLY CLEAR TO ME THAT HE EXPECTS THE DIRECTOR OF CENTRAL INTELLIGENCE TO BE ABLE TO ENSURE HIM THAT OUR NATIONAL EFFORT TO COLLECT AND ANALYZE CURRENT INTELLIGENCE AND TO DEVELOP NEW SYSTEMS OF COLLECTION AND ANALYSIS IS IN ACCORDANCE WITH HIS PRIORITIES AND WITH MINIMAL DUPLICATION OF EFFORT. HE ALSO WANTS TO BE ENSURED THAT THE FOREIGN INTELLIGENCE WORK OF ALL AGENCIES OF THE GOVERNMENT IS BEING CONDUCTED STRICTLY IN ACCORDANCE WITH LAW AND AMERICAN VALUES. THE PRESIDENT INDICATED THAT WHILE HE BELIEVES THAT THESE OBJECTIVES ARE ENCOMPASSED BY EXISTING LAW AND EXECUTIVE DIRECTIVES, HE INTENDS TO WORK CLOSELY WITH THE CONGRESS ON ANY REVISIONS TO LAW AND TO EXECUTIVE ORDERS AS MAY

BE DESIRABLE TO ASSIST THE DIRECTOR OF CENTRAL
INTELLIGENCE FULFILLING THOSE CHARGES.

I BELIEVE THAT WE CAN ADHERE TO THE PRESIDENT'S
GUIDANCE FOR GREAT EFFICIENCY AND RESPONSIVENESS WITHIN
FULL LEGALITY WHILE SIMULTANEOUSLY MAINTAINING THE
AUTONOMY, THE IMAGINATIVE INITIATIVES, AND THE
INDEPENDENT VOICE OF THE VARIOUS AGENCIES OF OUR
NATIONAL INTELLIGENCE STRUCTURE. AS A MILITARY MAN,
I APPRECIATE THE IMPORTANCE OF MAINTAINING A
DEGREE OF INDEPENDENCE IN OUR SUBORDINATE NATIONAL
INTELLIGENCE ACTIVITIES, AS WELL, OF COURSE AS IN
TACTICAL INTELLIGENCE OPERATIONS. I HAVE ALREADY
DISCUSSED THIS QUESTION WITH THE SECRETARY AND DEPUTY
SECRETARY OF DEFENSE AND KNOW THAT WE ALL APPROACH IT
WITH OPEN AND COOPERATIVE MINDS. WE ALL SEEK THE
GREATER EFFECTIVENESS AND EFFICIENCY FROM BETTER
DIRECTION AND COORDINATION; WE ALL ABHOR ANY THOUGHT
OF A DEGREE OF CENTRALIZATION WHERE ALTERNATIVE
JUDGMENTS CANNOT BE HEARD AND UNCERTAINTIES DISCUSSED.

AGAIN, THE PRESIDENT STATED THAT HE FEELS THAT DECISION-
MAKERS IN CONGRESS, THE EXECUTIVE BRANCH AND THE
MILITARY ARE BETTER SERVED IF THEY ALL WORK FROM
THE SAME FOUNDATION OF INTELLIGENCE. THIS IS NOT TO
SAY THAT CONSENSUS AMONG THE VARIOUS ELEMENTS WITHIN
THE COMMUNITY NEED BE FORCED OR THAT DIVERGING OPINION

NEED BE STIFLED. CONTRARY VIEWS MUST BE PRESENTED, BUT IN SUCH A WAY THAT THE RATIONALE FOR SUCH DISSENT IS CLEARLY EVIDENT.

IN FACT, WERE THE SENATE TO CONFIRM ME FOR THIS POSITION, I WOULD LOOK ON MAINTAINING THE OBJECTIVITY WHICH COMES FROM CONSIDERING DIVERGENT VIEWPOINTS AS MY HIGHEST PRIORITY. OBJECTIVITY BENEFITS BOTH THE PRODUCER OF INTELLIGENCE AND THE USER. OBVIOUSLY, THE USER BENEFITS BECAUSE HE IS GIVEN ALL REASONABLE ALTERNATIVES. AS A USER OF INTELLIGENCE DURING MY ENTIRE CAREER, I UNDERSTAND VERY WELL THE IMPORTANCE OF APPROACHING DECISIONS WITH A RANGE OF CHOICES IN HAND, NOT JUST A SINGLE OPTION. I ALSO BELIEVE THAT I AM AWARE OF THE DANGERS TO MILITARY PLANNING AND OPERATIONS OF INTELLIGENCE ESTIMATES THAT ARE BIASED IN ONE DIRECTION. THE PRODUCER OF INTELLIGENCE ALSO BENEFITS FROM EMPHASIS ON OBJECTIVITY BECAUSE HE IS NOT ASKED TO COMPROMISE HIS INTELLECTUAL OR SCIENTIFIC INTEGRITY TO SUPPORT AN ESTABLISHED POSITION, BUT IS ASKED TO LAY OUT ALL SIDES OF A CASE INDICATING THE LEVEL OF CONFIDENCE HE HAS IN THE DEDUCTIONS HE HAS MADE FROM THE FACTS AT HAND. OBJECTIVITY MUST CONTINUE TO BE THE HALLMARK OF OUR INTELLIGENCE EFFORT.

MY SECOND POINT OF EMPHASIS WOULD BE TO ENSURE THAT THE WORK OF THE INTELLIGENCE COMMUNITY IS CONDUCTED LAWFULLY. I BELIEVE, WITH MY DEEPEST CONVICTION, THAT OUR GREATEST STRENGTH AS A WORLD POWER IS OUR MORAL DEDICATION TO THE RIGHTS OF THE INDIVIDUAL. IF ANY PART OF OUR GOVERNMENT IS PERCEIVED TO FUNCTION OUTSIDE THIS FUNDAMENTAL AMERICAN TENET IT CAN ONLY BRING DISCREDIT ON THE WHOLE. I BELIEVE THAT THE CONSTITUTIONAL RIGHTS OF EVERY AMERICAN ARE INVIOABLE AND THAT IT IS THE SOLEMN DUTY OF EVERY AGENCY OF THE UNITED STATES GOVERNMENT TO PROTECT THOSE RIGHTS.

I ALSO BELIEVE THAT THERE ARE VALID NATIONAL SECRETS AND RECOGNIZE THAT THE DIRECTOR OF CENTRAL INTELLIGENCE IS OBLIGATED BY LAW TO PREVENT THE UNAUTHORIZED DISCLOSURE OF INTELLIGENCE SOURCES AND METHODS. THUS, THOUGH AMERICAN CITIZENS RIGHTFULLY CAN EXPECT THEIR GOVERNMENT TO OPERATE OPENLY, THERE MUST BE A RELATIVELY SMALL AMOUNT OF INFORMATION AND ACTIVITY WHICH, FOR THE GOOD OF THE WHOLE SOCIETY, MUST BE KEPT SECRET. AS LONG AS REPRESENTATIVE GROUPS OF DULY ELECTED OFFICIALS, LIKE THIS COMMITTEE AND THE CHIEF EXECUTIVE, ARE KEPT INFORMED, AND AS LONG AS THEY CAN ACT FOR THE SOCIETY IN REGULATING SECRET INFORMATION AND ACTIVITIES, I THINK THE DIFFICULT BALANCE BETWEEN

NECESSARY SECRECY AND AN OPEN, DEMOCRATIC SOCIETY
CAN BE MAINTAINED.

FROM MY DISCUSSIONS OF THE PAST TWO WEEKS,
IT APPEARS TO ME THAT THIS COMMITTEE HAS TAKEN GREAT
AND SUCCESSFUL STRIDES IN IMPROVING COMMUNICATIONS
WITH THE INTELLIGENCE COMMUNITY. I FULLY SUPPORT
THIS PROGRESS AND PHILOSOPHY. WITHIN THE LIMITS OF
THE CONSTITUTIONAL PREROGATIVES OF THE EXECUTIVE
BRANCH, I WOULD INTEND TO DO MY PART IN ENSURING
THAT CONGRESS REMAINS A FULL AND KNOWLEDGEABLE PARTNER.

SIMILARLY, I BELIEVE THAT IT IS INCUBENT ON
THE INTELLIGENCE COMMUNITY TO MAKE A SERIOUS AND
CONTINUING EFFORT TO AVOID OVERCLASSIFICATION OF
INFORMATION AND EVEN TO ATTEMPT TO SELECTIVELY PUBLISH
UNCLASSIFIED INFORMATION WHICH IS OF HIGH VALUE TO
OUR CITIZENS.

EVEN THOUGH THE VARIOUS DISCLOSURES OF QUESTIONABLE
INTELLIGENCE ACTIVITIES DURING THE PAST SEVERAL YEARS
WERE NECESSARY, THEY HAVE DAMAGED THE PUBLIC REPUTATION
OF THE INTELLIGENCE COMMUNITY. A THIRD AREA OF EMPHASIS
WOULD BE TO CONTINUE TO REBUILD THIS REPUTATION. THE
INTELLIGENCE COMMUNITY BY AND LARGE IS COMPRISED OF

WELL-QUALIFIED, HARD-WORKING INDIVIDUALS WHO ARE AS DEDICATED TO AMERICAN IDEALS AS ANY OF US. AS IN ANY ORGANIZATION, THEY NEED A CLEAR UNDERSTANDING OF WHAT IS EXPECTED OF THEM, THEY NEED THE IMPORTANCE OF THE WORK WHICH THEY DO TO BE RECOGNIZED, AND THEY NEED THE OPPORTUNITY FOR LEADERSHIP. I WOULD INTEND TO MAKE THE REALIZATION OF THOSE GOALS ONE OF MY HIGHEST PRIORITIES.

TO ACHIEVE THIS WE MUST CONTINUE THE WORK OF RESTORING CONFIDENCE IN THE CREDIBILITY OF THE INTELLIGENCE EFFORT. THIS CAN ONLY BE DONE BY ACTION NOT WORDS. REDUNDANT PROGRAMS, PAROCHIAL CAUSES, AND NEEDLESS CONTROVERSY WITHIN THE COMMUNITY MUST BE ELIMINATED. EVERYONE'S FULL EFFORT MUST BE DEVOTED TO PRODUCING THE FINEST QUALITY OF INTELLIGENCE INFORMATION AND ESTIMATES OF WHICH WE ARE CAPABLE. THAT PRODUCT WILL MEASURE OUR INTELLIGENCE COMMUNITY'S WORTH. COUPLED WITH GOOD COMMUNICATION WITH THE CONGRESS AND THE MAXIMUM DISCLOSURE PERMISSABLE TO THE PUBLIC, WE SHOULD BE ABLE TO CREATE THAT MEASURE OF CONFIDENCE AND CREDIBILITY WHICH IS VITAL TO A SUCCESSFUL INTELLIGENCE PROGRAM.

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THERE IS MUCH WORK AHEAD, AND, PERSONALLY, I AM EXCITED BY THE CHALLENGE. I HAVE BEEN IN THE SERVICE OF OUR NATION FOR OVER 30 YEARS AND VIEW THIS APPOINTMENT AS AN OPPORTUNITY TO CONTINUE THAT SERVICE IN AN AREA OF SPECIAL IMPORTANCE.

GENTLEMEN, YOU HAVE MY BIOGRAPHY SO I SEE NO NEED IN DETAILING FURTHER MY EXPERIENCE IN MANAGING LARGE ORGANIZATIONS OR IN THE ANALYSIS AND RATIONALIZATION OF IMPORTANT DEFENSE PROGRAMS.

IN CONCLUSION, THEN, MAY I SIMPLY REITERATE THAT I RESPECT THE DEDICATED PROFESSIONALS IN OUR CIVILIAN AND MILITARY INTELLIGENCE ORGANIZATIONS. I WANT THEM TO REALIZE THEIR FULL CAPABILITIES. I HOPE TO ENCOURAGE THEM TO BE INNOVATIVE, QUESTIONING AND OBJECTIVE IN THEIR APPROACH TO ALL PROBLEMS. THE MEN AND WOMEN OF THE INTELLIGENCE COMMUNITY HAVE GOOD REASON TO BE PROUD OF THE SIGNIFICANT CONTRIBUTION THEY MAKE TO THIS NATION. THEY ARE VITAL TO OUR CONTINUED FREEDOM BECAUSE THE CONTINUATION OF FREEDOM IS DEPENDENT ON AN OBJECTIVE AWARENESS OF ANYTHING WHICH COULD THREATEN IT.

AT THE SAME TIME, I UNDERSTAND THE NEED FOR HONEST AND RIGIDLY ACCURATE INTELLIGENCE ASSESSMENTS IF THEY ARE TO BE USEFUL TO THE PRESIDENT AND THE CONGRESS. IF I AM CONFIRMED, I WILL WORK VIGOROUSLY

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TO REESTABLISH THE FULL CREDIBILITY OF THE COMMUNITY'S
WORK, TO ENSURE THAT A WORTHWHILE CONTRIBUTION IS MADE
TO SUPPORT THE DECISION-MAKING PROCESS, AND TO REQUIRE
THAT THE GATHERING AND DISSEMINATION OF INTELLIGENCE
IN THE UNITED STATES IS CONSISTENT WITH THE IDEALS
UPON WHICH THIS COUNTRY WAS FOUNDED.